



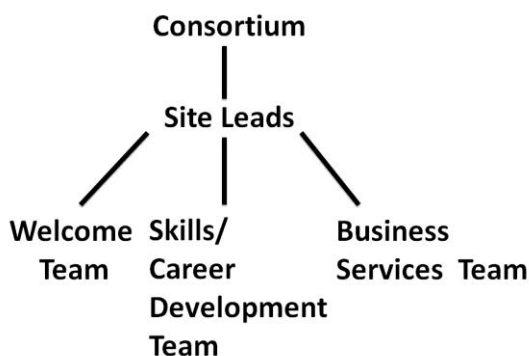
**and
the Workforce Investment Board for
LOCAL WORKFORCE INVESTMENT AREA 3
KNOX COUNTY**

**PLANNING BALDRIGE NARRATIVE
2014-2019**

March 2014

Preface: Organizational Profile

The management structure of the American Job Center is a consortium made up of WIA, Vocational Rehabilitation and the Tennessee Department of Labor and Workforce Development (TDOL&WD). The site leads in the sole center for LWIA 3 will be Labor Manager Tim Witt, Career Center Services Manager Ray Abbas and Vocational Rehabilitation Supervisor Amy Rader. These managers will be responsible for creating staffing plans that provide adequate office coverage at all times. They will also ensure the staff is provided with the necessary training for office coverage and to incorporate a variety of other duties as described in Policy #7 Service Integration.



The Welcome Team will include two greeters that will be a part of the Resource Sharing Agreement (RSA) and funded by both WIA and Wagner Peyser. An additional staff position whose duties will primarily include providing services in the Resource Room will also be funded, as it has for the past several years, by WIA and Wagner Peyser. Due to the volume of visits and the importance of the Welcome Team's duties, the team will consist of at least two more members of from the Career Center staff. Team members of the Skills and Career Development function will include WIA

Career Specialists, TDOL&WD Career Specialists as well as the Vocational Rehabilitation Counselor and DVOPs. The formal assessment tools that will be used by the team will include the TABE, National Career Readiness Certificate and CareerScope. The WIA Business Services Coordinator, Veteran's Representative, Marketing Representative and Jobs4TN specialist will make up the Business Services Team.

The quality and effectiveness of services will increase due to functional alignment for a number of reasons. The primary reason is that the Welcome Team will allow for a greater emphasis to be placed on determining the specific needs of each customer. Beginning with the greeter, customers will have several opportunities to express their service needs throughout the process. This is vital to developing the initial steps of an effective job search. The quality of service will also be enhanced as a result of functional alignment because it allows Site Leads flexibility to place staff on the respective teams based on their strengths as it relates to the services provided by each team.

The management team will measure the effectiveness of the functionally aligned teams by developing specific measurable goals for each team to attain. The goals will be determined with input from the respective teams to ensure buy in and will strive to measure both the quality and quantity of services provided. The measures will look to place even more emphasis on measuring job attainment and the level of customer service provided.

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

LWIA 3 will continue to share the responsibility with TDOL&WD to ensure the area's compliance with the outreach and branding guidelines outlined in Policy #7 Service Integration. The Site Leads will be diligent in monitoring the materials, signage, etc. produced and made available at the Center to reflect the state's effort to promote a statewide seamless workforce system. LWIA 3 will expect the same diligence in return as materials are sent to the local offices.

I. Leadership

a. How do your senior leaders lead?

The Workforce Connections Board will establish a Planning Committee to review the Governor's Goals and Objectives for consideration when establishing local visions and values. This Committee will include Workforce Board members, Local Elected Officials or their designees, Partners in the Workforce System, employers, and other local stakeholders. The Committee will make recommendations to the Workforce Board regarding goals for the Strategic Planning Process on both a five-year and annual basis. This vision will be deployed using a number of communication strategies to include posting plans annually on the internet for review and comment, using plans as a guide for structuring staff training, developing brochures and handouts that include the Governor's goals and the local vision for workforce development, and promoting the use of the plans in the general community including Community Colleges, The University of Tennessee, and Knox County School System.

b. How do you govern and address your social responsibilities?

Accountability for management's actions will be accomplished by measuring steps made to accomplish the goals and objectives in the plan. Such progress reports will be presented to the Workforce Connections Board as a standard agenda item at each board meeting. Fiscal accountability is accomplished by providing financial reports on both grant expenditures and cost centers to the Workforce Connections Board at each meeting. In addition, the treasurer of the organization's housing the administrative entity is the County Mayor and accounting, purchasing, and other fiscal functions are conducted by the Knox County Finance Department. All Workforce Board meetings are open to the public and announced in advance in accordance with Tennessee law. Transparency is accomplished by using open and public processes. All board members must comply with Conflict of Interest provisions contained in the board by-laws and state policy. The parent agency housing the administrative entity is audited each year by an independent accounting firm and/or the State Comptroller's office and the audits are presented to the CAC Board, Workforce Board, County Mayor, State of Tennessee, all funding partners, and other interested parties. Succession planning is done on an informal basis by senior staff in each component of CAC including Workforce Connections. Current CAC staff is given priority consideration over equally qualified outside applicants for positions involving additional responsibility and staff training is provided on a formal and informal basis.

II. Strategic Planning

a. How do you develop your strategy?

The Workforce Board Planning Committee will be the key player in development of the

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Workforce Strategy. Members will include, the Site Leads from the Career Center, Workforce Board members, Local Elected Officials or their designees, Partners in the Workforce System, employers, and other local stakeholders. Data used to drive strategy will come from a number of sources including Jobs4TN, Center for Business and Economic Research at The University of Tennessee, State of Tennessee economic data, local focus groups comprised of stakeholders in the workforce system, employers, employer groups and associations and others. Strategy will be developed using the Governor's goals as the ultimate achievement with goals, objectives, and action steps that support their accomplishment.

b. How do you implement your strategy?

Service delivery in LWIA 3 includes a number of partners and other service deliverers. Developing the workforce involves working closely with Tennessee Economic and Community Development (ECD), the Knoxville Chamber of Commerce, and other economic development professionals to predict the types of jobs that will be in demand on a long- and short-term basis. In addition, other partners like Pellissippi State Community College and the Tennessee College of Applied Technology serve as resources and providers of training for participants.

The program model used in LWIA 3 to serve participants is a Case Management model. Participants applying at the Career Center are able to access Career information regarding sectors and jobs in demand and, after assessment activities, determine the career that best fits. An individual reemployment/employment plan based on assessment results is developed by the staff

and the participant implementing a course of action toward training and/or employment. At this stage, the application of WIA and other available resources are determined to assist the participant to reach the established goal(s).

Participants that choose a high skill and/or high growth opportunities may require more education and training than can be supported by the application of WIA resources. In this case, the participant and Career Specialist will agree on a set of activities that will get the participant started in pursuit of the chosen goal. The participant will receive assistance to identify long term support outside of WIA that will enable them to complete the goal. The area targets participants that can complete the employment goal and be placed in a timeframe of approximately 24 months.

III. Customer Focus

a. How do you obtain and use customer and market knowledge?

In many ways, Knox County in Local Workforce Investment Area 3 serves as a hub for regional economic activity in East Tennessee. Workforce Connections - LWIA 3 examines industry issues from a regional perspective and coordinates with ECD, the Knoxville Chamber of Commerce and Innovation Valley, and other entities to establish industry and sector targets for workforce development activities.

LWIA 3 examines industry focuses from two perspectives: 1) individual job seeker and 2) community / business. The individual job seeker perspective requires some long-term forecasting, but also focuses on immediate needs that provide opportunities for job

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

seekers. LWIA 3 identifies jobs that currently exist or will be available in the near future for individuals currently seeking and preparing for employment. LWIA 3 seeks to prepare individuals for demand occupations with good wages. This may include very short-term occupational training, on-the-job training, and longer-term post-secondary education. As a general rule, these opportunities align with LWIA 3's longer-term focuses designed to also address business and community needs. Preparation for health care, transportation, skilled trades serving construction and advanced manufacturing, as well as information technology comprise much of the training supported by Workforce Investment Act funds.

As noted in the chart below and in the state's Modified Plan, growth is projected to be strong in construction, health care services, and information services through 2020. While manufacturing shows a decline in this chart, efforts focused on advanced manufacturing are demonstrating results in the region, despite the loss of general manufacturing jobs. Innovation Valley, a regional economic development effort, includes advanced manufacturing as one of its target clusters. In building on this regional effort, LWIA 3 is working with partners to develop employer sector groups in specialty foods and medical devices / life sciences. These are emerging areas of growth, with multiple employers already hiring and expansions announced for the near future. Both of these industries are growth targets in the advanced

manufacturing cluster for the Innovation Valley region.

The Innovation Valley Blueprint 2.0 outlines target recruitment clusters for the Innovation Valley region. These industry clusters align closely with the target clusters identified by ECD as indicated in the state's Modified Plan and illustrated in the ECD chart below. Many of the target clusters also fit with anticipated growth industries for LWIA 3. LWIA 3 staff coordinates closely with ECD and Knoxville Chamber/Innovation Valley staff to promote regional growth. LWIA 3 staff collaborates with its partners to address the needs of existing industries as well as to aid in the recruitment of new business.

Health Care continues to be a major area of focus. Three of the top 10 employers in the region are major health care facilities collectively employing nearly 20,000 individuals. This does not include additional smaller health care systems and ancillary services throughout the region. While growth in some health care areas has slowed during the recession, the industry continues to demonstrate needs. This is also an industry whose jobs are more likely to remain in the area and where ongoing opportunities exist for individuals looking for employment. Increasing use of technology and innovation in the health care environment highlight existing skills shortages and create challenges to meet ongoing demand for appropriately skilled workers. Related to the health care industry, but outside the realm of direct patient care, the LWIA 3 region is seeing growth in the manufacture of medical

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

equipment and supplies, a targeted area for both ECD and Innovation Valley. The opening of proton therapy labs in the area and planned manufacture of related equipment is expected to create upwards of 2,000 jobs in the next five years.

Based on the projected growth figures below, LWIA 3 should see continued improvement in the construction industry. While neither manufacturing nor construction / building trades sectors are as dominant in the local area as service based jobs (particularly government and education services), these are still important sectors for the local workforce area and the region. LWIA 3 is continuing somewhat of a focus on the development of “green” and energy connected jobs, particularly as they relate to the manufacturing and building trades sectors. Employer needs for greener and more advanced techniques in industrial maintenance (the emergence of “mechatronics”) offer opportunities for good jobs within the manufacturing sector. Growth of locally owned but nationally and internationally active transfer and logistics companies mean opportunities for individuals with manufacturing skill sets and construction trade skill sets. Companies have demonstrated continued need for welders and HVAC technicians, especially those who have knowledge applicable to the nuclear industry and or greener building maintenance options. This also fits with ECD’s energy technology focus.

The strong growth of call centers and corporate service centers make these important targets for LWIA3; these are also reflected in the targets developed by ECD and Innovation Valley. Logistics and

distribution also continue to grow in the region. Another important industry arena for LWIA 3 is information technology in conjunction with creative media. Growth in this sector in LWIA 3 is expected to outpace state growth (state Modified Plan), and this is an identified target cluster for Innovation Valley. The strong presence of E W Scripps and the corporate headquarters for Scripps Interactive help drive growth in this region.

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

LWIA 3 Projected Industry Growth 2012 - 2020	
Industry Sector	
Total All Industries '12 Employment (thousands)	277.8
Annual Growth %	1.4%
Goods-Producing	23.2
	0.9%
Natural Resources and Mining	1.1
	0.6%
Construction	10.4
	2.8%
Manufacturing	11.7
	-0.9%
Services-Providing	234.1
	1.5%
Trade, Transportation, and Utilities	51.8
	0.7%
Information	5.0
	2.3%
Financial Activities	12.2
	2.2%
Professional and Business Services	35.8
	2.2%
Education and Health Services	60.2
	1.9%
Leisure and Hospitality	27.0
	1.1%
Other Services, Except Government	29.5
	1.4%
Government	12.7
	1.0%

Cluster	NAICS	NAICS Description
Aerospace & Defense	3364	Aerospace product and parts manufacturing
	334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
	336992	Military armored vehicle, tank, and tank component manufacturing
	332992	Small Arms Ammunition Manufacturing
	332993	Ammunition (except Small Arms) Manufacturing
	332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Automotive	3361	Motor Vehicle Manufacturing
	3362	Motor Vehicle Body and Trailer Manufacturing
	3363	Motor Vehicle Parts Manufacturing
	32621	Tire Manufacturing (may also place these in Rubber, depending on business)
	ECD Automotive Growth Database (Auto Suppliers)	
Chemicals, Plastics & Rubber	325	Chemical Manufacturing
	326	Plastics and Rubber Products Manufacturing
Transportation, Distribution & Logistics	42	Wholesale Trade
	481112	Scheduled Freight Air Transportation
	482	Rail Transportation
	483113	Coastal and Great Lakes Freight Transportation
	483211	Inland Water Freight Transportation
	484	Truck Transportation
	488	Support Activities for Transportation
	492	Couriers and Messengers
	493	Warehousing and Storage
Energy Technology	22111	Electric Power Generation
	22112	Electric Power Transmission, Control, and Distribution
	2212	Natural Gas Distribution
	324110	Petroleum Refineries
	332410	Power Boiler and Heat Exchanger Manufacturing
	333414	Heating Equipment (except Warm Air Furnaces) Manufacturing
	333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing
	333611	Turbine and Turbine Generator Set Units Manufacturing
	3344	Semiconductor and Other Electronic Component Manufacturing
	334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
	334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
	33511	Electric Lamp Bulb and Part Manufacturing
	3353	Electrical Equipment Manufacturing
	33591	Battery Manufacturing
	33599	All Other Electrical Equipment and Component Mfg.
Food & Agribusiness	311	Food Manufacturing
	3121	Beverage Manufacturing
Healthcare & Medical Devices	334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
	334516	Analytical Laboratory
	334517	Irradiation Apparatus Manufacturing
	3391	Medical Equipment and Supplies Manufacturing
	6215	Medical Diagnostic Labs
Business Services (HQs, Datacenters, Call Centers)	518210	Data Processing, Hosting, and Related Services
	5417	Scientific Research and Development Services
	551114	Corporate, Subsidiary, and Regional Managing Offices
	561422	Telemarketing Bureaus and Other Contact Centers
	5614	Business Support Services

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Manufacturing	31-33	
Entertainment & Media	512	Motion Picture and Sound Recording Industries

Source: Tennessee Department of Economic and Community Development, Research Division,
January 16, 2014



LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Workforce Connections and the LWIA 3 WIB continue to focus on services for targeted and diverse populations with multiple barriers to employment. LWIA 3 goals fall directly in line with the Governor's goals and include engaging employers to market and educate employers on the value of hiring diverse populations; provide comprehensive services and new models of support and employment services including special services for diverse populations; and enhance supportive services by creating new partnerships which lead to better leveraging of resources.

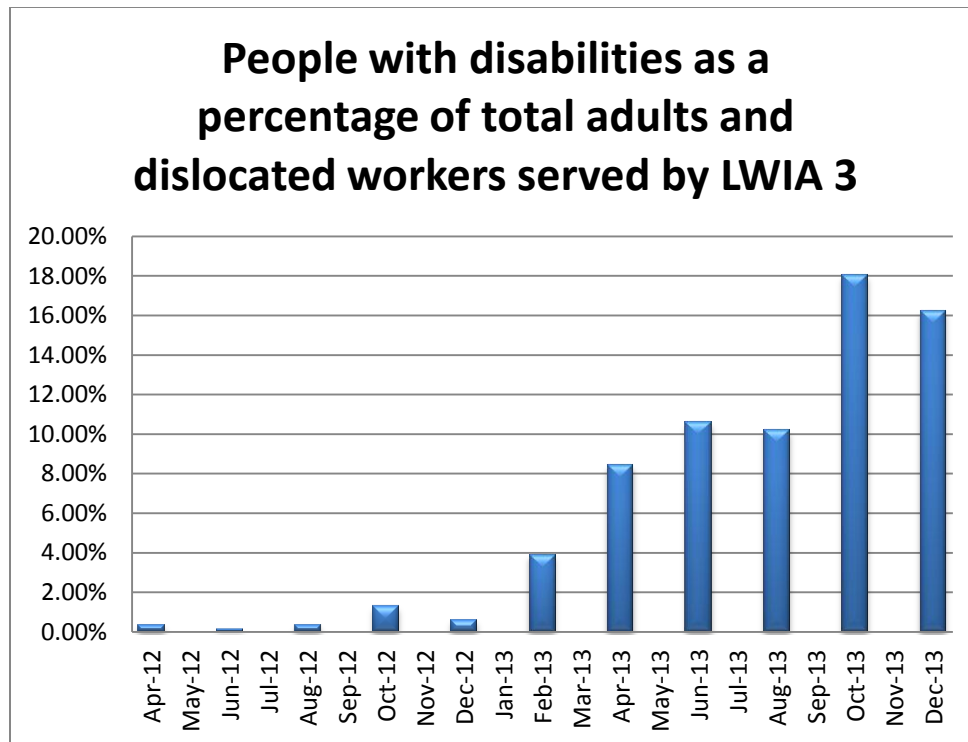
Persons with disabilities: LWIA 3 staff continue to partner with local service providers and state agencies to coordinate activities and services for employer-driven initiatives and persons with disabilities through membership in the Knoxville Area Employment Consortium (KAEC). This consortium includes Vocational Rehabilitation, Knox County Schools, the Department of Intellectual and Developmental Disabilities and the Department of Labor, which all help to establish cost-sharing practices and better leveraging of resources across funding streams while reducing barriers and enhancing customer performance outcomes.

Through membership in the KAEC, Workforce Connections is partnering with Walgreen's to pilot the REDI (Retail Employees with Disabilities Initiative) training program in five Knoxville Area stores. Individuals are trained at the worksite for four weeks learning retail skills such as stocking, customer service and

working a cash register and earning a certificate that will enhance their opportunities for employment. The training also focuses on workplace skills including those in the Governor's plan: problem solving, positive work habits, teamwork, communication and reliability.

LWIA 3 was selected as one of five local workforce areas to participate in Tennessee's Disability Employment Initiative (DEI) in 2012. This initiative has impacted service delivery and broadened service options for people with disabilities. LWIA 3 became an Employment Network through the work of the DEI and has hired a Disability Resource Coordinator to help sustain these efforts by providing training to existing and newly hired Career Center staff and partners, utilizing Integrated Resource Teams to better serve people with disabilities and develop asset development strategies.

LWIA 3 began working with The University of Tennessee Medical Center and East Tennessee Children's Hospital this year to support individuals with disabilities in the first Project SEARCH sites in Tennessee. These two hospitals will serve as hosts for individuals with significant cognitive disabilities to participate in a nine month training program that includes three internship rotations along with classroom work aimed at increasing their workplace skills. This work-integrated learning opportunity will build on transferable skills in a high-demand occupation and will enhance their ability to obtain a job with good wages.



Source: From data compiled by LWIA 3's Stephanie B. Potter, Youth and Disability Services Program Manager and MIS Specialist Beth E. Sanderbeck

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Disconnected disadvantaged youth: The LWIA 3 Youth Council and WIB recognize the need to reach out and support youth who have dropped out of high school or are at risk of dropping out and plan to support the Governor's goals by bringing more employers into the classroom and making learning more relevant through internships and work experiences.

LWIA 3 conducted a youth resource mapping in early 2011 and gathered information about the range of youth services and providers in the area. There are now partnership agreements with 12 of those organizations to provide services to and accept referrals from the WIA youth program for services the youth may need based on their individual plan.

LWIA 3 Youth Council and WIB approved one new subcontractor this year after a Request for Proposals was sent out in October 2013. The Youth Council deliberated and voted to offer a contract to Americorps and in early 2014, they will begin serving youth who have dropped out of high school. Americorps is a program focused on service and will recruit youth who are disconnected and disadvantaged in order to provide them case management, supportive services, adult basic education support, leadership activities and work experiences depending on the individual's needs.

Ex-offenders: Workforce Connections is starting a partnership with KnoxWorx, which is part of the Knoxville Leadership Foundation. KnoxWorx provides practical support, encouragement and networking opportunities to those youth who are determined to regain meaningful employment or transition into new

vocational opportunities. They use a collaborative approach to workforce development and job-skills related mentoring that seeks to build relationships, enabling the youth in the LWIA 3 community to achieve their full potential. Workforce Connections will be collaborating with them on their Face-Forward grant from the Department of Labor to provide work experiences for youth coming out of the juvenile justice system.

LWIA 3 also coordinates with Probation and Parole to assist individuals in need of re-employment skills and training. The WIA point of contact provides leads, support services and community referrals for ex-offenders. LWIA 3 hosted an in-service for employees of the legal system, including the Knox County Detention Center, and will offer occasional workshops and resources for federal and state parolees.

Homeless: LWIA 3 recognizes the need to end homelessness in the LWIA 3 community and is partnering with area shelters and community service agencies, including Knoxville Area Rescue Ministries and Homeward Bound. Homeless individuals are brought to the LWIA 3 Career Center and receive orientation to the services along with workshops and referrals as needed.

Migrant Seasonal Farm Workers: This program has a small staff presence in LWIA 3 but primarily serves participants in the surrounding rural counties. However, they are available to provide services and accept referrals as needs arise from LWIA 3 customers.

Aging Americans: Workforce Connections realizes the untapped resource in our aging

population and coordinates services for aging workers with the Office on Aging. Workforce Connections and the Tennessee Career Center assist the Office on Aging with an annual job fair for seniors and employ Title V workers at the LWIA 3 Career Center. This is a valuable resource as more and more aging Americans are looking for work.

Veterans: In anticipation of the number of veterans returning to the civilian workforce, LWIA 3 is targeting potential employers and participants to focus on the skill sets of these individuals and promote their success in the workforce. Program participants will include veterans, their spouses and their children. Services that enable veterans to attain retain or advance in demand occupations include special orientations with the Department of Labor staff, training information sessions, and individual career planning and job search workshops. During Intake the Welcome Team will identify veteran status to ensure that all services are immediately accessible. Career Specialists have been trained to identify transferable skills that veterans obtained while serving in the military. These skills will be identified, evaluated and highlighted to enhance their employment opportunities in the area.

Workforce Connections will be working closely with the DVOPS and LVERS to refer individuals who are in this priority category. Functional alignment will be crucial to ensure that integration and collaboration occur among WIA and DOL Veteran staff. Workforce Connections has partnered with these staff already to host Veterans' Job Fairs and Stand Down events and will continue to collaborate on projects that focus on the re-employment of veterans and their families.

Youth in Foster Care: Another new partnership includes the Department of Children's Services. LWIA 3 is working with DCS to identify youth in foster care who need to obtain their high school equivalency or could benefit from work experience. These youth receive support services and paid work experience in an in-demand industry that matches their skills and interests. Several youth have been hired by companies after participating in a work experience. This gives the employer a trial time to see if it will be a good fit and gives the youth a place to practice their workplace skills in a safe environment.

b. How do you build relationships and grow customer satisfaction and loyalty?

In order to build relationships with customers, partners, community agencies and employers, Workforce Connections is broadening its online presence and incorporating more technology than ever before. Social media has become a tool used to reach more people and let them know about available services. The LWIA 3 youth program and Career Center both have a Twitter account to update customers on resources, activities and events. Facebook is also being utilized to contact participants who prefer to keep in touch that way. LinkedIn is being used to show customers a new way to network and as a tool in the LWIA 3 job search strategies workshops. Workforce Connections currently has space on the CAC's website which was updated just this past year. Workforce Connections is in the process of developing a separate website so that customers will be able to readily find available workforce development resources; this site will link to the Jobs4tn.gov site as well as other partners and employer's websites. It is hoped this

will encourage customers to utilize the services offered and save them time in their job search efforts.

In order to grow customer satisfaction, LWIA 3 uses customer satisfaction surveys for special projects, including summer worksite employer satisfaction surveys and Job Fair satisfaction surveys. To get a big picture of customer satisfaction, survey information collected by the University of Memphis is utilized; however LWIA 3 sees a need to create a system wide approach to customer satisfaction and is working with partners during this time of transition to functional alignment to assess how and what types of surveys can be put in place to obtain more useful information to ensure LWIA 3 customers are receiving the best possible service.

IV. Measurement, Analysis, and Knowledge Management

a. How do you measure, analyze, and then improve organizational performance?

Workforce Connections and LWIA 3 utilize WIA Performance Measures and federal Common Measures to observe performance against established state and federal standards. The local workforce planning committee and staff also review performance against specific goals outlined in the workforce plan and determine needs for improvement or the need for new goals because previously established goals have been met.

Career specialists send their follow-up paperwork on a quarterly basis to the MIS Specialist who enters the information into eCMATs. This ensures employment and retention information is updated in timely fashion for inclusion in DolceVita. The DolceVita results for LWIA 3 are then

reviewed and compared to the spreadsheets maintained by the MIS Specialist to ensure all LWIA 3 information is accurate and timely. This also assists in determining how well the performance targets are being met and allows for any adjustment, if needed. Such a review also enables planning for the next year's performance goals. Once a time frame for the VOS conversion has been established, planning for LWIA 3's transition from eCMATs to VOS will begin.

b. How do you manage your information, information technology, and organizational knowledge?

WIA participants are enrolled in eCMATs after their eligibility has been determined and they (if they need training) have been vetted as qualified school candidates. During their training time, participants remain in touch with their career specialists on a monthly basis or more often if additional support is needed. Each career specialist maintains a spreadsheet of their participants with contact dates and corresponding case notes are included in each participant's file. The spreadsheets are also reviewed on a monthly basis by the Career Center Services Manager. Exit dates are determined by the career specialist once their participant has completed their training and has become successfully employed. The completed exit paperwork is then sent to the MIS Specialist who then reviews the eCMATs record for accuracy and exits the participant.

V. Workforce Focus

a. How do you engage your workforce to achieve organizational and personal success?

LWIA 3 engages in ongoing training to support staff skills and performance.

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

Sessions on functional alignment were conducted during 2013 with all Career Center (American Job Center) staff to acquaint people with the concepts and begin discussion of staffing and service transitions. During early 2014, LWIA 3 Career Center participated in a region-wide training series on case management services that included a focus on identifying and utilizing local resources. This served to increase staff knowledge of relevant concepts, make staff aware of resources available, and help staff develop networks with staff from other programs and local workforce areas.

Ongoing staff engagement activities will include cross-training all staff to increase their knowledge of the various programs available to assist job seekers and employers as well as team-specific training for each of the respective functionally aligned teams.

The initial series of training will be conducted in five sessions and will be facilitated by a nationally recognized content expert in the area of workforce development. Two sessions will be conducted with the LWIA 3 Career Center staffs (1/2 each session) to enhance relationships among program staff, allow for the sharing of program knowledge and to become more familiar with the duties and responsibilities of all the functional areas. Three additional sessions, one for each functional area, will be conducted that will involve team-specific content. Examples of content may include additional customer service training, proper methods to conduct an informal assessment and a broader understanding of Jobs4TN for the Welcome Team. Content examples for the Skills and Career Development Team could include

training on formal assessment tools and effective pre-employment workshops. The Business Services Team's content will include a variety of methods to enhance the outreach to business and industry that is already occurring.

The training outlined above will be complimented throughout the year by local resources to reinforce the work of the teams. LWIA 3 will utilize contacts with businesses, other agencies and the Chamber Partnership to provide additional opportunities for training the teams.

b. How do you build an effective and supportive workforce environment?

Communication among partner staff has always been seen as one of LWIA 3's strengths. The lack of multiple affiliate and comprehensive centers has allowed us to effectively communicate policies and directives in a timely manner from TDOL&WD to LWIB, LWIA and Partner Consortiums and ultimately to the staff. LWIA 3 will continue to do as it has done in the past and rely heavily on email communication among the entities above. A number of email distribution lists have been established for disseminating information to ensure that everything from major policy changes originating from the TDOL&WD to recruiting events initiated at the frontline are communicated effectively.

Gauging employee satisfaction and measuring improvement is an area we have identified as an opportunity for improvement. The Consortium will meet to establish methods to gather feedback from staff and measure employee satisfaction. The information received will be used to create an action plan for items needing

improvement. Follow-up will be conducted with staff to determine if the actions taken have increased their satisfaction and to find out if additional steps are needed.

VI. Operations Focus

a. How do you design your work system?

The Welcome Team will be staffed by two greeters and a career specialist funded jointly by WIA and Wagner Peyser. Funding by WIA for an administrative assistant and switchboard operator will also be provided.

The process of a single customer flow model will begin with the greeters immediately assessing the needs of the customer. With approximately 60% of our traffic being Unemployment Insurance (UI) claimants with questions or customers unable to file a claim, greeters will be provided extensive information on the options to address UI matters including utilizing the Resource Room to file a claim on line or by phone. The greeters will also be responsible for assisting additional divisions within the building such as Employer Accounts and Appeals, identify their appointments and direct them to the proper employees.

With the exception of customers for divisions outside the scope of the Career Center (Employer Accounts, etc.) and those needing information only to file or manage their UI claim, all other customers will be routed to the Resource Room. Among the first services the customer will receive will include registration, orientation to services and an initial assessment. Upon review of the initial assessment, a determination will be made with the customer with respect to the next steps. Those steps will include services in the Welcome Function outlined in Policy #7 Service Integration.

The Welcome Team will develop a job search portfolio that will be provided to each new customer that will include essential strategies for an effective job search. The primary objective is that each customer will leave with tools that will enhance their job search and make them more competitive moving forward. The job search portfolio will include, but not be limited to, the process for registering on Jobs4TN, examples and a template for developing a resume and cover letter, tips on job interviews, and a calendar of activities at the Career Center.

The appropriateness for co-enrollments will be determined on a case by case basis as the initial assessment is completed. Customers deemed appropriate for co-enrollments into programs such as Food Stamp Employment and Training, Vocational Rehabilitation as well as others will be connected to the Skills & Career Development Team for additional assistance.

As stated previously, the Skills & Career Development Team will consist primarily of career specialists from the partners that make up the consortium. Referrals to services such as facilitated assessments, pre-employment workshops and case management will be made to the appropriate team member depending on their specific funding requirements. For example, a workshop on registering for Jobs4TN can be conducted by DVOPs for veterans, by the Vocational Rehabilitation Counselor for customers with disabilities and by Wagner Peyser staff for non-veterans. This will allow LWIA 3's partners to contribute in ways they have not previously contributed while continuing to acknowledge the constraints of separate

LWIA 3 2014-2019 Local Workforce Investment Area Planning Baldrige Narrative

funding sources. The emphasis will remain on the services provided by each team so as to not compromise the seamless approach.

The Business Services Team will be made up of partners that are experienced in the functions outlined in Policy #7 Service Integration. The key to coordinating with other programs will be to include them on the team and to ensure effective and frequent briefing sessions occur. The sessions are necessary to share information and prevent any duplication of time and resources among the team members.

b. How do you manage and improve your key organizational work processes?

LWIA 3 will manage and improve key organizational work processes by emphasizing three vital principles: effective communication among all staff, adequate staff training and the highest level of customer service possible.

Effective communication will begin at the top with the Consortium members regularly meeting to discuss customer volume, flow, and overall performance as well as a variety of other topics. The information flow will proceed to site leads and subsequently to front line staff so everyone is aware of any policy changes, adjustments in process, etc.

On-going staff training will be instrumental in achieving a seamless approach to providing services. Center-wide training will be provided on a consistent basis as well as team-specific training.

The American Job Centers are built on the foundation of customer service and the management team is acutely aware of that fact. LWIA 3 plans to hold staff accountable

for the customer service they provide to customers.

Despite some significant changes brought about by functional alignment, LWIA 3 feels confident moving forward. If staff effectively communicates with one another, are provided the necessary tools in training to carry out assigned duties and maintain a high level of customer service, the area will be successful in managing the work processes.

VII. Results

a. What are your product performance and process effectiveness results?

For PY2012, LWIA 3 achieved the following performance goals:

EER Adults – 87% (Goal 86%)

EER DW – 88.7% (Goal 88%)

ERR Adults – 91.52% (Goal 86%)

ERR DW – 87.67% (Goal 90%)

Earnings Adult -\$13,192 (Goal \$13,300)

Earnings DW - \$16,643 (Goal \$14,200)

Youth Lit/Num – 85.71% (Goal 48%)

Youth Attainment – 75% (Goal 75%)

Youth Employment – 83.82% (75%)

There were two major impacts on LWIA 3 PY2012 achievements: limited WIA funding and exiting participants who no longer wanted services. For PY2013, with the third quarter nearly completed, LWIA 3 is on track to meet and exceed current performance goals as shown in the parenthesis above.

b. What are your customer-focused performance results?

LWIA 3 Client Customer Service and Employer Satisfaction Results have consistently been very good with marks in the upper 80% in customer satisfaction.

Upper 90% marks have been given in employer satisfaction.

c. What are your workforce-focused performance results?

Presently LWIA 3 is exploring ways to better survey the internal workforce.

d. What are your senior leadership and governance results?

LWIA 3's Workforce Connections Board and its partners have not specified performance metrics due to the excellent communication strategies among all involved parties.

e. What are your financial and marketplace performance results?

LWIA 3 has not specifically participated in any studies or reports. Cost benefit analysis is a constant. Under the umbrella of CAC and working in conjunction with Knox County, Workforce Connections prides itself on good stewardship and strong fiscal accountability of public and philanthropic dollars. Workforce Connections expended \$2.4 million on a broad range of services during 2012-2013. However, adult and dislocated worker program completers for that program year will collectively earn more than three times that amount (\$7.9 million) in wages in their first year after program exit.